

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

2023-02-03

2. Department

Cradle to Career

3. Organizational Placement (Division/Branch/Office Name)

Cradle to Career

4. CEA Position Title

Deputy Director, Digital Services

5. Summary of proposed position description and how it relates to the program's mission or purpose.
(2-3 sentences)

The Deputy Director, Digital Services provides executive oversight and management for the development and scaling up of operational tools that help students plan for their postsecondary education and careers. The CEA serves as the principal policy maker in the improvement of the high school to post-secondary transition process through digital tools defined in the California Cradle-to-Career Data System Act. The incumbent serves as a member of Cradle to Career's leadership team, and is the chief policy advisor to the Director of Data Programs and Executive Director on the building, scaling up, and coordination of these student-facing tools. This position is included in the Governor's Budget proposal for 2023-24.

6. Reports to: (Class Title/Level)

Director, Data Programs

7. Relationship with Department Director (*Select one*)

- ☐ Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- ☒ Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(*Explain*): The Deputy Director of Digital Services will advise the Director of Data Programs and the Executive Director on policy issues relating to building, scaling up, and coordinating student-facing tools for college and career planning.

8. Organizational Level (*Select one*)

- ☐ 1st ☐ 2nd ☒ 3rd ☐ 4th ☐ 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the administrative direction of the Director of Data Programs, the Deputy Director, Digital Services is responsible for leading the development and scaling up of operational tools that help students plan for postsecondary education and careers. The Deputy Director, Digital Services will assist the Director of Data Programs in leading the development of tools and resources that make the C2C Data System accessible and useful for families, researchers, educators, advocates, and communities.

Developing a strategy for the alignment and scaling up of all student and practitioner facing tools, including CaliforniaColleges.edu and eTranscript California

Developing a strategy for scaling up eTranscript California's operations

Building collaborative partnerships with C2C's data providers who partner with californiacolleges.edu and eTranscript California

Conducting an annual student experience audit and refining its process

Leading direct reports as part of the coordination of resources to accomplish goals

Develop and oversee the implementation of policy and guidelines to ensure the effective scaling of student- and practitioner-facing tools

Identify and advise Executive Management on complex, sensitive, and novel issues involved in improving the experience of applying to college and planning careers for students

Propose strategies to Executive Management and external stakeholders, and advise on effective courses of action that align with C2C's mission and vision

Responsible for collaboration with californiacolleges.edu to scale and expand college planning tools:

Lead the ongoing strategy to align student-facing platforms across californiacolleges.edu, eTranscript, and future operational tools

Build collaborative partnerships with C2C's data providers who partner with californiacolleges.edu (including the California Department of Education, California Community Colleges, California State Universities, the University of California, the California Student Aid Commission, the Association of Independent California Colleges and Universities, and others) in order to drive the expansion and availability of college and career planning tools

Responsible for collaboration with eTranscript California to scale and expand electronic transcript-related services:

Develop and lead strategy to expand the value of transcript data for students

Assess the possibilities for integrating artifacts for competency-based education and social services into eTranscript infrastructure

Advise Executive Management on the best course of action for scaling eTranscript to reach more students

Develop and oversee the integration of future operational tools for college planning with C2C's services

Lead the effort to gather input from the community in order to better understand the barriers students face when planning life after high school

Synthesize input from the community into actionable insights in order to drive the improvement of student-facing tools and analytic tools

Integrate community input into ongoing alignment between californiacolleges.edu's and C2C's deliverables in order to drive the expansion and availability of college and career planning tools

Make decisions about how digital services within C2C and other agencies address barriers in a one-stop shop for college and career planning

Organize projects and write status reports in order to maintain ongoing progress of projects and effective communication of project milestones. May act on behalf of the Director of Data Programs as required. Performs administrative duties including, but not limited to: adheres to C2C policies, rules, and procedures; submits administrative requests including leave, travel, and training in a timely and appropriate manner; accurately reports time and submits timesheets by the due date.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- ☒ Program is directly related to department's primary mission and is critical to achieving the department's goals.
- ☐ Program is indirectly related to department's primary mission.
- ☐ Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The mission of the Office of Cradle-to-Career Data (C2C) is to foster evidence-based decision-making to help Californians build more equitable futures and empower individuals to meet their full potential. To do this, C2C will develop, promote, and maintain a new statewide, longitudinal data system for California that will provide policymakers, researchers, educators, students, families, and other stakeholders answers to key questions about student progression and outcomes. The C2C Data System is bringing together existing data on education and job outcomes from more than a dozen state entities and will make it broadly available through public tools and a data request process. It will provide data-informed tools to help students reach their college and career goals and deliver information on education and workforce outcomes.

This user-friendly system will include resources focused on early learning through K-12 and higher education, as well as on the financial aid and social services that help students reach their goals. California Education Code section 10860 (added by Stats. 2021, Ch. 144, Sec. 8), requires that the Data System be established and considered a source for actionable data and research on education, economic, and health outcomes for individuals, families, and communities, and provide for expanded access to tools and services that support the navigation of the education-to-employment pipeline; and the information should be used to help the state build a more equitable future and address disparities in opportunities and outcomes.

California Education Code section 10867 requires that C2C scale and expand student-facing tools for college and career planning, known as operational tools. The work of this CEA is to develop and lead the strategy that coordinates both the ongoing work of C2C partners and also new operational tools.

In particular, the work of the CEA will include:

- Collaborating with the California College Guidance Initiative (CCGI) to deliver college planning tools to students in California
- Developing and leading a strategy to scale eTranscript to deliver transcript tools to students in California
- Leading an analysis to inform future strategy for operational tools
- Leading and improving the annual student experience audit process
- Leading and improving the process for using student experience audit findings to inform the C2C operational tools strategy

C2C is responsible for providing policy and programmatic oversight that ensures all statutory requirements are met. The CEA will be the in-house expert with oversight over the development and scaling of the operational tools, focusing on improving the process for students to plan for college and career. This position is included in the Governor's Budget proposal for 2023-24.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

In 2019, the California Legislature called for the establishment of a statewide, longitudinal data system for California. The C2C aims to link education, workforce, financial aid, and social service information to better equip policymakers, educators, and the public to address disparities in opportunities and improve outcomes for all students throughout the state.

The Cradle-to-Career Data System will provide data-informed tools to help students reach their college and career goals and deliver information on education and workforce outcomes. This user-friendly system will include resources focused on early learning through K-12 and higher education, as well as on the financial aid and social services that help students reach their goals. The Data System's tools will be designed to help a wide range of users find the most relevant information and use it to create better outcomes for students.

Governor Newsom and the Legislature approved funding for C2C in the 2021-22 budget. The Data System will be implemented by the Government Operations Agency pursuant to California Education Code section 10862. C2C is in the process of staffing to perform the functions specified in statute, and this position is included in the Governor's Budget proposal for 2023-24.

In pursuit of these goals, the CEA will need to develop and lead the strategy that coordinates ongoing and future student-facing operational tools. This will require the CEA to acquire deep strategic knowledge about ongoing operational tools projects, like the work being led by CCGI. It will also require the CEA to develop new strategies to meet the goal of scaling other existing tools, like eTranscript. And finally, it will require the CEA to be accountable for a strategy that coordinates these operational tools into a coherent plan that meets the requirements of the California Cradle-to-Career Data System Act.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

C2C is responsible for implementing the California Cradle-to-Career Data System Act and is the managing entity for the Data System itself. The CEA will represent C2C's interests, recommending strategy, and providing project oversight by driving timelines, setting performance expectations, evaluating outcomes, and ensuring the effective scaling of student-facing tools for college and career planning.

As a member of C2C's leadership team, the CEA is responsible for oversight of all operational needs and support necessary for business continuity. The CEA's role in setting policy will include evaluating, advising, and providing assistance to the Director of Data Programs and Executive Director on:

1. The ongoing strategy of C2C partners for scaling operational tools for college and career planning
2. Coordinating the ongoing strategies of C2C partners with C2C's current and future college and career planning tools
3. Improving and implementing the annual student experience audit as a method for identifying opportunities for improvement in systems that support college and career planning
4. Leading the work to operationalize the findings of the annual student experience audit in C2C's operational tools

C2C's initiatives have far reaching impact, are highly visible, and frequently involve high-stakes decisions for students and families. How C2C creates tools that are effective and widely used will elicit scrutiny from the Legislature, federal government, other state agencies, the media, and the public. The CEA will create and oversee guidelines, decisions, and principles that inform every decision related to C2C's commitment to scale up digital services for college and career planning. For example, the CEA will make decisions about how digital services within C2C and other agencies coordinate as part of a one stop shop for college and career planning.

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

The CEA serves as the principal policy maker and top advisor to the Director of Data Programs and Executive Director on policy issues and activities relating to the development, coordination, and scaling up of student-facing tools for college and career planning. This position is responsible for policy formulation and implementation, program management, and oversight of the development and improvement of new tools in this area and the coordination of ongoing strategies of partner agencies with the operational tool related goals of C2C. This includes support of the ongoing strategy to scale CCGI's services and the development of a new strategy to scale eTranscript California, as stated in the California Cradle-to-Career Act. The CEA has decision-making authority over policy and resource allocation under its programmatic areas and provides the Director of Data Programs and Executive Director with advice and direction on issues relating to C2C's strategy and goals for scaling college and career planning tools.

The CEA's decision-making authority includes creating, reviewing, revising, and maintaining policies that affect C2C's strategy and goals for scaling college and career planning tools. This includes complex, sensitive, and novel issues involved in improving the experience of applying to college and planning careers for students.

The CEA exercises judgment in all decisions affecting directly subordinate divisions or contracted services, and department wide. The CEA has decision-making authority for the coordination and implementation of initiatives and projects and expenditures. The CEA has the responsibility to help ensure that new or existing initiatives, projects, and processes are implemented in accordance with C2C's mission, policies, and procedures, as well as federal and state laws.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

The CEA will both develop and implement new policy-level and strategic projects, as well as interpret and implement ongoing strategies for scaling digital services for college and career planning. The incumbent must possess a practical knowledge of college and career planning, experience with leading strategies to accomplish systems-level changes in this area, and the credibility to collaborate with leadership in partner agencies.